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ABSTRACT

Data from a survey on patterns in the hiring of new staff, both noninstructional and faculty, in Massachusetts public higher education institutions are presented and analyzed. The survey found that more women and minorities are being hired as full-time employees. More women than men were hired during 1987 and a higher percentage of women were hired than were employed during that year. Similarly, higher proportions of minorities were hired than employed during 1987. The hiring patterns of women and minority faculty were found to follow those of the total newly-hired population. The proportions of women and minorities hired as faculty during 1987 were considerably higher than the percentages of those groups employed as faculty during that year. While there were proportionately fewer women among the newly-hired faculty than among all new hires, relatively high percentages of minorities were found among the new hires. Individual institutional data on faculty, administrative, and professional non-faculty employees and new hires are presented in tables by sex and minority group. (MSE)

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1987 New Hires and Total Employment

Massachusetts Public Higher Education

August 1988

The Commonwealth of Massachusetts

HE 021 954

Board of Regents of Higher Education

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Summary

Results of the new hires survey indicate that more women and minorities are being hired as full-time employees by the public institutions of higher education in Massachusetts. More women than men were hired during 1987 and a higher percentage of women were hired during 1987 than were employed during that year. Likewise, higher proportions of minorities were hired than were employed during 1987.

The hiring patterns of women and minority faculty follow those of the total new hires population. The proportions of women and minorities hired as faculty during 1987 were considerably higher than the percentages of these groups employed as faculty during that year. Though there were proportionately fewer women among newly hired faculty than among all new hires, relatively high percentages of minorities were found among the faculty new hires.

Some of the specific findings include:

- *During 1987 a total of 1169 persons were hired as full-time faculty, executive/ administrative/managerial staff, and professional non-faculty at the public community colleges, state colleges, and universities of Massachusetts. These new hires comprised 10% of all full-time employees in these three occupational categories.*
- *Approximately two thirds of the new hires were at the universities with the remainder evenly divided between the state and community colleges (17% and 15% respectively). Though employees were not as concentrated at the universities, the total employment figures parallel the new hires percentages. Of all personnel employed during 1987, 58%, 19%, and 22% were at the universities, state colleges, and community colleges respectively.*
- *Faculty constituted close to 40% of all new hires.*
- *Women represented 53% of all new hires but only 43% of newly hired faculty.*
- *Higher proportions of minorities were found among newly hired faculty than among the new hires population in general. Among faculty new hires, blacks composed 8.3%, Asians 6.8%, Hispanics 3.3%, and Native Americans 0.3% of the total. In comparison, blacks comprised 7.2%, Asians 4.3%, Hispanics 2.5%, and Native Americans 0.3% of all newly hired personnel.*
- *The proportion of women among newly hired faculty (43%) was lower than the national percentage of women among potential applicants for faculty positions (48% of those with new*

graduate degrees). Conversely, the proportion of minorities among faculty new hires (18.8%) was higher than the national percentage of minorities among this applicant pool (11.5%). Similarly, among those who had earned graduate degrees in Massachusetts, women comprised a higher proportion of the total (48%) while minorities made up a lower percentage of the total (8.2%) in comparison to the percentages of these groups among faculty new hires.

While most of these findings appear promising for affirmative action hiring policies and projections, the new hires survey provides data only on the patterns of *hiring* at the state's public colleges and universities. Conclusions regarding the actual *growth* of women and minorities as groups of employees at these institutions cannot be made without accompanying data providing the attrition and transfer rates of these groups [1].

New Hires and Total Employment

As of October 1, 1987, the public institutions of higher education in Massachusetts employed 11,668 persons in the three occupational categories covered in this report - the faculty, executive/administrative/managerial, and professional non-faculty positions. Of these employees, 1169 individuals or 10% were new staff hired between January 1, 1987 and September 30, 1987 [2]. Professional non-faculty represented the largest percentage of all new hires, followed by faculty and then executive/administrative/managerial staff (see Table 1). In contrast, most of the employees were found in the faculty category, followed by the professional non-faculty and the executive/administrative/managerial categories [3].

During 1987, the representation of women and minorities was higher among new hires than among all employees. Though the same percentage of Native Americans were hired as were employed during 1987, higher proportions of women, blacks, Hispanics, and Asians were hired during 1987 than were employed during that year (see Tables 2 and 3) [4]. For instance, 53.0% of all new hires were women but only 41.1% of all employees were women.

With respect to hiring and employment by position category, much higher percentages of women were both employed and hired as professional non-faculty than as faculty or executive/administrative/managerial personnel. The highest proportions (though not the largest numbers) of black new hires and black employees were found in the executive/administrative/managerial position category. Both Asian new hires and Asian employees were concentrated in the faculty position category (see Tables 2 and 3) [5].

Table 1

1987 Employment and New Hires by Position Category

Position Category	1987 Employees		1987 New Hires	
	#	%	#	%
Faculty	6631	56.8%	457	39.1%
Exec / Admin / Mgr	1365	11.7%	112	9.6%
Professional Non-Faculty	3672	31.5%	600	51.3%
Total	11,668	100.0%	1,169	100.0%

Table 2

1987 New Hires – Sex and Race/Ethnicity by Position Category

Position Category	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Faculty	457	57.5%	42.5%	80.3%	8.3%	3.3%	6.8%	0.4%
Exec / Admin / Mgr	112	54.5%	45.5%	84.8%	11.6%	0.9%	1.8%	0.0%
Professional Non-Faculty	600	37.0%	62.3%	87.8%	5.5%	2.2%	2.8%	0.2%
Total	1,169	46.7%	53.0%	84.6%	7.2%	2.5%	4.3%	0.3%

Table 3

1987 Employees – Sex and Race/Ethnicity by Position Category

Position Category	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Faculty	6631	66.9%	33.1%	91.1%	3.4%	1.4%	3.9%	0.2%
Exec / Admin / Mgr	1365	63.9%	36.1%	89.2%	7.8%	1.6%	1.1%	0.2%
Professional Non-Faculty	3672	42.5%	57.5%	90.0%	5.7%	1.7%	2.2%	0.4%
Total	11,668	58.9%	41.1%	90.5%	4.6%	1.6%	3.0%	0.3%

In terms of hiring and employment by segment, the highest percentages of women, blacks, and Hispanics, as both new hires and employees, were at the community colleges rather than at the state colleges or the universities (see Tables 4 and 5) [6]. Though the highest proportion of Asian new hires were at the state colleges by a narrow margin, a notably higher percentage of Asian employees were at the universities than at the state or community colleges [7].

Table 4

1987 New Hires – Sex and Race/Ethnicity by Segment

Segment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Community Colleges	180	38.3%	61.7%	77.8%	15.6%	3.9%	2.2%	0.0%
State Colleges	201	45.3%	54.7%	82.1%	10.4%	2.0%	5.0%	0.0%
Universities	780	49.0%	50.5%	86.8%	4.4%	2.3%	4.6%	0.4%
Total	1,161	46.7%	53.0%	84.6%	7.2%	2.5%	4.3%	0.3%

Table 5

1987 Employees – Sex and Race/Ethnicity by Segment

Segment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Community Colleges	2579	52.0%	48.0%	90.4%	6.1%	2.1%	1.1%	0.2%
State Colleges	2255	63.2%	36.8%	93.3%	3.5%	1.1%	2.0%	0.1%
Universities	6767	60.1%	39.9%	89.7%	4.4%	1.5%	4.1%	0.3%
Total	11,601	58.9%	41.1%	90.6%	4.6%	1.6%	3.0%	0.3%

Faculty New Hires

Newly hired faculty composed 39.1% of all new hires. Professional non-faculty and executive/administrative/managerial new hires made up 51.3% and 9.6% of all new hires respectively (see Table 1). In comparison with the entire new hires population, a lower proportion of women were found among faculty new hires. Women accounted for only 42.5% of newly hired faculty but 53% of all new hires (see Tables 4 and 6). The universities hired the lowest percentage of women faculty - approximately half of the proportion of women faculty hired at the state and community colleges. The total percentage of women among newly hired faculty rises from 42.5% to 60.2% when data from the universities are not included with the combined state and community college data.

In contrast to women, a higher percentage of minorities were hired as faculty than as new hires in general during 1987. Minorities represented a total of 18.8% of all newly hired faculty but only 14.3% of all new hires. With respect to hiring by segment, the proportion of newly hired black faculty at the community colleges was more than twice that at the state colleges or the universities.

The representation of women and minorities among the pool of potential applicants from which the faculty new hires were drawn show similar patterns. On both the national and state levels, the percentage of women who had earned either a masters, doctoral, or first professional degree was higher than the percentage of women among faculty new hires (see Tables 6, 7, and 8). Conversely, the corresponding proportions of minorities with such degrees were notably lower than the percentages of minorities among newly hired faculty. As comparisons of the faculty new hires and total new hires populations indicate, both the national and the state level data suggest that given the percentages of women and minorities available as potential applicants, the public institutions of higher education in

Table 6

1987 Faculty New Hires - Sex and Race/Ethnicity by Segment

Segment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Community Colleges	87	36.8%	63.2%	78.2%	17.2%	2.3%	2.3%	0.0%
State Colleges	109	42.2%	57.8%	79.8%	8.3%	2.8%	8.3%	0.0%
Universities	261	70.9%	29.1%	81.2%	5.4%	3.8%	7.7%	0.8%
Total	457	57.5%	42.5%	80.3%	8.3%	3.3%	6.8%	0.4%

Table 7

1984–85 Degrees Conferred for Public and Independent Institutions in the U.S. – Sex and Race/Ethnicity by Degree

Degree	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Masters	253,469	47.2%	52.8%	88.2%	5.5%	2.7%	3.1%	0.5%
Doctoral	26,990	62.5%	37.5%	88.7%	4.3%	2.5%	4.1%	0.4%
First Professional	70,196	66.7%	33.3%	90.1%	4.3%	2.7%	2.6%	0.4%
Total	350,655	52.3%	47.7%	88.6%	5.2%	2.7%	3.1%	0.5%

Table 8

1984–85 Degrees Conferred for Public and Independent Institutions in Massachusetts – Sex and Race/Ethnicity by Degree

Degree	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Masters	12,034	48.8%	51.2%	92.6%	2.7%	2.0%	2.4%	0.2%
Doctoral	1,386	59.7%	40.3%	90.7%	3.4%	2.8%	2.8%	0.3%
First Professional	2,885	62.6%	37.4%	89.1%	5.0%	2.7%	2.9%	0.3%
Total	16,305	52.2%	47.8%	91.8%	3.2%	2.2%	2.6%	0.2%

Massachusetts are hiring a lesser percentage of women as faculty but higher percentages of minorities as faculty. These comparisons should be interpreted with caution, however, since the specific relation between degrees conferred on the national and state levels and the actual applicant pool for these faculty positions remains uncertain [8].

Along with data on the sex and the racial and ethnic backgrounds for all new hires, the new hires survey collected data regarding the degree, the rank, the tenure status, and the academic department for newly hired faculty. In comparison to the total percentages of faculty new hires, there were low proportions of women but relatively high percentages of minorities hired with terminal degrees, as full professors, and as tenured faculty [9]. For instance, only 33.7% of the newly hired faculty with terminal degrees were women (see Table 9). Though blacks made up a slightly low percentage of those faculty new hires with terminal degrees, Hispanics, Asians, and Native Americans represented slightly high proportions of that group of newly hired faculty who had earned terminal degrees.

Table 9

Faculty New Hires with Terminal Degree - Sex and Race/Ethnicity by Segment

Segment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Community Colleges	11	45.5%	54.5%	72.7%	27.3%	0.0%	0.0%	0.0%
State Colleges	61	45.9%	54.1%	75.4%	9.8%	3.3%	9.8%	0.0%
Universities	213	73.2%	26.8%	83.1%	4.2%	4.2%	6.6%	0.9%
Total	285	66.3%	33.7%	81.1%	6.3%	3.9%	7.0%	0.7%

Table 10

Percent of All Faculty New Hires with Terminal Degree - Sex and Race/Ethnicity by Segment

Segment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Community Colleges	12.6%	15.6%	10.9%	11.8%	20.0%	0.0%	0.0%	0.0%
State Colleges	56.0%	60.9%	52.4%	52.9%	66.7%	66.7%	66.7%	0.0%
Universities	81.6%	84.3%	75.0%	83.5%	64.3%	90.0%	70.0%	100.0%
Total	62.4%	71.9%	49.5%	62.9%	47.4%	73.3%	64.5%	100.0%

The percentages of those within each racial/ethnic group who had earned terminal degrees varied considerably. Of all black faculty new hires, relatively few had obtained terminal degrees; the corresponding percentages of whites, Hispanics, and Asians with terminal degrees were notably higher (see Table 10). Of the two Native American faculty new hires, both had earned terminal degrees.

The lower proportion of black faculty new hires who had earned terminal degrees could be explained in part by the concentration of blacks at community colleges. The percentage of newly hired faculty who were black was highest at the community colleges (see Table 6). However, a very low percentage of all faculty new hires at the community colleges had terminal degrees (see Table 10). Even though blacks made up a high proportion of those newly hired faculty at the community colleges with terminal degrees (see Table 9), the concentration of black faculty new hires at community colleges probably contributed to the lower total percentage of all newly hired black faculty who had terminal degrees.

In comparison to the total percentages of newly hired faculty, during 1987 few women were hired in the upper faculty ranks. Only 9.1% and 23% of all faculty hired as full professors and

associate professors respectively were women (see Table 11). On the other hand, high proportions of minorities were hired in the upper faculty ranks. Minorities represented 18.1% and 16.0% of all full professors and associate professors respectively. Likewise, though many more men than women were hired as tenured faculty, relatively high percentages of minorities were hired as tenured faculty. Asians composed 18.2%, blacks 9.1%, and Hispanics 9.1% of all tenured faculty new hires (see Table 12) [10].

With respect to hiring by department group, three of the twelve academic department groups – Business, Other, and Medical School – together had approximately 40% of all faculty new hires [11]. In contrast, Education, Engineering, and ESL (English as a Second Language) together had less than 10% of all newly hired faculty. Women were concentrated in certain department groups while men

Table 11

Faculty New Hires – Sex and Race/Ethnicity by Rank

Rank	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Professor	22	90.9%	9.1%	77.3%	9.1%	4.5%	4.5%	0.0%
Associate Prof.	56	76.8%	23.2%	82.1%	7.1%	1.8%	7.1%	0.0%
Assistant Prof.	209	60.3%	39.7%	78.9%	8.6%	4.3%	7.2%	0.0%
Instructor	100	32.0%	68.0%	84.0%	9.0%	3.0%	4.0%	0.0%
Lecturer	43	55.8%	44.2%	76.7%	11.6%	2.3%	7.0%	2.3%
Other	26	65.4%	34.6%	80.8%	0.0%	0.0%	15.4%	3.8%
Unknown	1	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Total	457	57.5%	42.5%	80.3%	8.3%	3.3%	6.8%	0.4%

Table 12

Faculty New Hires – Sex and Race/Ethnicity by Tenure Status

Tenure Status	Total	Men	Women	White	Black	Hispanic	Asian	Native American
On Track	226	56.2%	43.8%	81.0%	8.0%	4.0%	5.8%	0.0%
Tenured	11	81.8%	18.2%	63.6%	9.1%	9.1%	18.2%	0.0%
Other	206	59.7%	40.3%	82.0%	6.8%	2.4%	7.3%	1.0%
Unknown	14	28.6%	71.4%	57.1%	35.7%	0.0%	7.1%	0.0%
Total	457	57.5%	42.5%	80.3%	8.3%	3.3%	6.8%	0.4%

were concentrated in others. Women made up at least two thirds of the faculty new hires in Fine Arts, ESL, and Nursing/Other Health but less than one third of the faculty in Business, Engineering, Math and Computer and Information Sciences, Medical School, and Natural Sciences (see Table 13). Nursing/Other Health had the highest percentage of women (87.5%) while Engineering had the lowest percentage of newly hired women faculty (5.0%).

Similarly, high percentages of minorities were found in some department groups while much lower proportions were found in others. Math and Computer and Information Sciences had the highest percentage of newly hired minority faculty (37.8%) followed closely by Engineering (35.0%). Nursing/Other Health had the lowest percentage of minority faculty new hires (3.1%), followed by Fine Arts (12.5%) and Natural Sciences (12.5%).

Table 13

Faculty New Hires – Sex and Race/Ethnicity by Department Group

Department Group	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Fine Arts	24	33.3%	66.7%	87.5%	0.0%	8.3%	4.2%	0.0%
Business	63	76.2%	23.8%	82.5%	3.2%	3.2%	11.1%	0.0%
Education	21	38.1%	61.9%	81.0%	9.5%	4.8%	4.8%	0.0%
Engineering	20	95.0%	5.0%	55.0%	10.0%	5.0%	20.0%	0.0%
ESL	12	16.7%	83.3%	75.0%	16.7%	0.0%	8.3%	0.0%
Humanities/Letters	39	35.9%	64.1%	74.4%	17.9%	2.6%	2.6%	2.6%
Math/Computer/Info. Sci.	37	73.0%	27.0%	62.2%	18.9%	8.1%	10.8%	0.0%
Medical School	62	72.6%	27.4%	83.9%	1.6%	6.5%	6.5%	1.6%
Nursing/Other Health	32	12.5%	87.5%	96.9%	0.0%	0.0%	3.1%	0.0%
Other	63	50.8%	49.2%	85.7%	7.9%	1.6%	4.8%	0.0%
Natural Sciences	40	75.0%	25.0%	87.5%	7.5%	0.0%	5.0%	0.0%
Social Sci. & Psych.	44	59.1%	40.9%	75.0%	15.9%	0.0%	4.5%	0.0%
Total	457	57.5%	42.5%	80.3%	8.3%	3.3%	6.8%	0.4%

Conclusions

Survey data on 1987 new hires show that in the faculty, executive/administrative/managerial, and professional non-faculty position categories, proportionately more women and minorities are being hired than are already employed by the public colleges and universities of Massachusetts. The total number of women hired exceeded that of men during 1987 and the percentages of blacks, Hispanics, and Asians hired during 1987 all were higher than the proportions of these groups employed during that year.

However, results of the new hires survey also indicate that though a higher percentage of women were hired than were employed as faculty, the percentage of newly hired faculty who were women still was lower than the proportion of women among all new hires. In addition, relative to the total percentages of faculty new hires, very low percentages of women were hired in the upper faculty ranks, as tenured faculty, and as faculty with terminal degrees.

In contrast to women, there were high proportions of minorities among faculty in the upper faculty ranks and among tenured faculty. Though blacks made up a relatively low percentage of those newly hired faculty with terminal degrees, Hispanics, Asians, and Native Americans comprised slightly high percentages of this group of faculty. Within each respective racial/ethnic group, a relatively low proportion of blacks had terminal degrees while much higher percentages of whites, Hispanics, and Asians had terminal degrees.

In covering only one year, the findings of the new hires survey remain somewhat limited in their scope. Still, they indicate that the public institutions of higher education in Massachusetts need to concentrate on certain areas of hiring and employment if they are to continue the progress being made by women and minorities. It is crucial that women actively be recruited for faculty positions. Programs aiding women in their efforts to obtain high level degrees must be supported and expanded to increase the representation of women among faculty with terminal degrees and in turn, among faculty in the upper faculty ranks and among tenured faculty. With the highest numbers and proportions of newly hired full professors and tenured faculty, universities must be especially active in their recruitment of women and minorities. The proportion of black faculty with terminal degrees also must be increased if blacks are to maintain and further expand their role as faculty in the state's colleges and universities.

Further study is needed to investigate possible factors related to the lower percentages of women among faculty and the relatively few women and black faculty who have obtained terminal degrees. Though the new hires data were collected by the Board of Regents for the first time this past year, similar new hires surveys adapted and updated annually in the coming years will aid in this study while also providing critical data concerning long-term trends in hiring and employment. This information will enable the public colleges and universities of Massachusetts to further focus their efforts in the recruitment of women and minorities and to continue to improve the standing of these groups as employees in the state's system of higher education.

Notes

[1] It is important to note the differences between the new hires and employment data sets. The new hires data cover those individuals hired between January 1, 1987 and September 30, 1987, while the employment data cover all those employed by the state's public institutions of higher education as of October 1, 1987. With the exception of those new hires who left their positions before October 1, all persons included in the new hires data are also included in the employment data. Consequently, new hires statistics cannot be viewed as net gains to the total employment figures. In addition, the degree to which higher percentages of women and minority new hires contributed to gains in the proportions of these groups employed in the system depends on the attrition and transfer rates, or rates of net change, of women and minorities in the system. These rates can be calculated either by following a group of individuals over a period of time or by tracking all the employment transactions, such as promotions and employees leaving their positions, which occur in the system over some length of time. Since such data are not available for 1987, the growth of women and minorities in the system during that year cannot be determined. Still, higher proportions of women and minority new hires during 1987 might contribute to a continuing trend of growth of these groups which has been identified in "A Brief Statistical Overview of the Minority and Female Representation Within the Massachusetts Public Colleges and Universities" prepared by the Board of Regents, Office of Affirmative Action, January 1987. From 1979 to 1985 there was growth in the total employment and faculty employment of women and minorities across all segments. If this trend continued in 1987, the higher proportions of women and minorities among 1987 new hires did indeed contribute to growth of these groups in the public colleges and universities of Massachusetts.

[2] In the fall of 1987 the Board of Regents of Higher Education conducted a survey of the public community colleges, state colleges, and universities of Massachusetts which collected demographic information on the newly hired, full-time employees at these institutions. The new hires survey collected information on the sex and the racial and ethnic backgrounds of all new hires as well as the degree, rank, tenure status, and academic department for newly hired faculty. Data from those hired or employed as clerical and secretarial, technical and paraprofessional, skilled craft, and service/maintenance staff are not included in this report. The new hires data presented in this report include the newly hired personnel in only three

position categories – the faculty, executive/administrative/ managerial, and professional non–faculty categories (see Appendix B for definitions). Similar data on all 1987 employees were collected in the biennial Higher Education Staff Information (EEO–6) survey administered by the Equal Employment Opportunity Commission. These total employment data for 1987 also are provided in this report as a basis for comparison to the new hires data.

[3] The new hires data include the University of Massachusetts Medical School at Worcester. In comparison with the other institutions of higher education, the disproportionately large number of professional non–faculty employees at the Medical School (80.9%) are mostly hospital staff who are more likely to be women (59.2%) and white (90.7%). Though this significantly influences the overall new hires statistics, the Medical School data are included to remain consistent with the 1987 employment data which also include the Medical School. Instances in which the Medical School alters the new hires data beyond the reporting of generally higher proportions of whites, women, and professional non–faculty will be explicitly noted in the body or the notes of this report.

[4] The total percentage of black new hires drops from 9.8% to 7.2% of all new hires when the Medical School data is included in the new hires data.

[5] Some of the row percentages in several of the tables presented in this report add up to slightly less than 100% because data on the sex and racial and ethnic backgrounds of a very few individuals were not available.

[6] The percentage of women new hires at universities drops from 50.5% to only 42.0% if the Medical School is *not* included in the new hires data.

[7] The Board of Regents is not classified by segment. Though data from the Board of Regents are included in the total employment and new hires statistics in tables 1 through 3, these data are not included in tables 4 and 5 which are organized by segment. Consequently, the total numbers of employees and new hires listed in tables 4 and 5 are slightly less than the totals in the other three tables.

[8] The data presented in Table 7 represent degrees conferred by public and independent institutions across the nation between July 1, 1984 and June 30, 1985. This information was obtained from the E–D–TABS (Educational Data Tabulations) report compiled in January, 1988 by the Center for Education Statistics, Office of Educational Research and Improvement,

U.S. Department of Education. The figures in Table 8 represent degrees conferred by public and independent institutions within Massachusetts between July 1, 1984 and June 30, 1985. These statistics are reported in the Massachusetts Higher Education Genderal Information Survey: Summary Report 1985 published by the Massachusetts Board of Regents of Higher Education. Though the "non-resident alien" and "unknown" categories are presented in one or both of these two reports, the percentages in Tables 7 and 8 are based on totals which do not include these groups since they are not used in the New Hires or Higher Education Staff Information (EEO-6) surveys.

[9] The terminal degrees observed among faculty new hires include Doctor of Business Administration, Doctor of Education, Doctor of Jurisprudence, Doctor of Medicine, Doctor of Musical Arts, Doctor of Philosophy, Doctor of Public Health, Doctor of Science, and Master of Fine Arts.

[10] Roxbury Community College, which had an especially high percentage of newly hired black faculty (36.0%), did not report the tenure status of its fourteen faculty new hires. Though none of the other community colleges had tenured faculty new hires, the inclusion of these fourteen cases probably would raise slightly the total percentage of black faculty on a tenure track.

[11] All faculty new hires teaching at the University of Massachusetts Medical School at Worcester were placed in one department group - "Medical School."

APPENDIX A

BASIC DATA BY INSTITUION

Community Colleges

Institution & Employment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Berkshire								
Faculty								
- 1987 Employees	72	38	34	69	2	0	0	1
- New Hires	1	0	1	1	0	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	5	0	5	5	0	0	0	0
- New Hires	1	0	1	1	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	19	7	12	18	1	0	0	0
- New Hires	3	2	1	3	0	0	0	0
Bristol								
Faculty								
- 1987 Employees	95	48	47	89	5	1	0	0
- New Hires	5	3	2	2	3	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	35	22	13	34	1	0	0	0
- New Hires	2	1	1	2	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	12	7	5	11	1	0	0	0
- New Hires	2	1	1	2	0	0	0	0
Bunker Hill								
Faculty								
- 1987 Employees	145	72	73	129	13	2	1	0
- New Hires	11	3	8	9	2	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	47	25	22	41	4	0	2	0
- New Hires	5	3	2	4	0	0	1	0
Prof Non-Faculty								
- 1987 Employees	30	9	21	22	5	1	2	0
- New Hires	4	1	3	2	2	0	0	0

Institution & Employment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Cape Cod								
Faculty								
- 1987 Employees	83	47	36	79	0	2	0	2
- New Hires	5	1	4	3	0	2	0	0
Exec/Admin/Mgr								
- 1987 Employees	8	8	0	8	0	0	0	0
- New Hires	1	1	0	1	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	32	16	16	28	3	1	0	0
- New Hires	2	1	1	1	1	0	0	0
Greenfield								
Faculty								
- 1987 Employees	64	40	24	63	0	0	1	0
- New Hires	0	0	0	0	0	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	29	18	11	28	1	0	0	0
- New Hires	1	0	1	1	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	12	5	7	12	0	0	0	0
- New Hires	0	0	0	0	0	0	0	0
Holyoke								
Faculty								
- 1987 Employees	135	68	67	132	2	0	1	0
- New Hires	6	2	4	6	0	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	44	20	24	38	3	3	0	0
- New Hires	4	2	2	4	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	17	9	8	16	0	1	0	0
- New Hires	2	0	2	1	0	1	0	0

Community Colleges

Institution & Employment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Massachusetts Bay								
Faculty								
- 1987 Employees	100	51	49	86	7	3	4	0
- New Hires	3	1	2	3	0	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	31	19	12	26	2	2	1	0
- New Hires	0	0	0	0	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	15	4	11	13	1	0	1	0
- New Hires	7	2	5	6	1	0	0	0
Massasoit								
Faculty								
- 1987 Employees	165	92	73	161	3	0	1	0
- New Hires	3	0	3	3	0	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	56	38	18	53	3	0	0	0
- New Hires	3	1	2	2	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	32	12	20	30	2	0	0	0
- New Hires	2	0	2	2	0	0	0	0
Middlesex								
Faculty								
- 1987 Employees	115	5	63	108	5	1	1	0
- New Hires	18	8	10	16	2	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	41	19	22	40	1	0	0	0
- New Hires	7	2	5	6	1	0	0	0
Prof Non-Faculty								
- 1987 Employees	28	6	22	25	1	1	1	0
- New Hires	14	4	10	12	1	1	0	0

Institution & Employment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Mount Wachusett								
Faculty								
- 1987 Employees	71	49	22	69	0	1	0	1
- New Hires	3	1	2	3	0	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	28	20	8	27	1	0	0	0
- New Hires	1	1	0	1	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	11	1	10	11	0	0	0	0
- New Hires	2	0	2	2	0	0	0	0
North Shore								
Faculty								
- 1987 Employee	135	70	65	129	4	1	1	0
- New Hires	6	3	3	5	0	0	1	0
Exec/Admin/Mgr								
- 1987 Employees	56	32	24	50	4	1	1	0
- New Hires	0	0	0	0	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	31	13	18	29	0	2	0	0
- New Hires	4	3	1	4	0	0	0	0
Northern Essex								
Faculty								
- 1987 Employees	141	81	60	137	2	1	0	1
- New Hires	1	0	1	0	1	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	42	18	24	37	0	4	1	0
- New Hires	4	2	2	4	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	24	8	16	23	0	1	0	0
- New Hires	3	0	3	3	0	0	0	0

Institution & Employment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Quinsigamond								
Faculty								
- 1987 Employees	97	51	46	95	1	1	0	0
- New Hires	1	0	1	0	1	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	24	17	7	20	3	0	1	0
- New Hires	6	3	3	4	2	0	0	0
Prof Non-Faculty								
- 1987 Employees	41	12	29	28	7	4	2	0
- New Hires	0	0	0	0	0	0	0	0
Roxbury								
Faculty								
- 1987 Employees	86	42	44	49	26	7	3	1
- New Hires	14	4	10	8	5	0	1	0
Exec/Admin/Mgr								
- 1987 Employees	31	19	12	9	19	2	1	0
- New Hires	3	2	1	1	2	0	0	0
Prof Non-Faculty								
- 1987 Employees	23	9	14	8	12	2	1	0
- New Hires	6	4	2	2	2	1	1	0
Springfield Technical								
Faculty								
- 1987 Employees	186	106	80	177	4	3	2	0
- New Hires	10	6	4	9	1	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	43	21	22	37	3	3	0	0
- New Hires	1	0	1	0	1	0	0	0
Prof Non-Faculty								
- 1987 Employees	42	19	23	33	6	3	0	0
- New Hires	3	1	2	1	0	2	0	0

State Colleges

Institution & Employment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Bridgewater								
Faculty								
- 1987 Employees	277	176	101	255	9	2	10	1
- New Hires	21	6	15	16	1	1	2	0
Exec/Admin/Mgr								
- 1987 Employees	45	33	12	41	4	0	0	0
- New Hires	3	1	2	3	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	53	20	33	51	2	0	0	0
- New Hires	11	5	6	9	2	0	0	0
Fitchburg								
Faculty								
- 1987 Employees	229	141	88	212	9	2	5	1
- New Hires	13	6	7	10	2	0	1	0
Exec/Admin/Mgr								
- 1987 Employees	32	25	7	28	4	0	0	0
- New Hires	6	6	0	3	3	0	0	0
Prof Non-Faculty								
- 1987 Employees	38	18	20	37	1	0	0	0
- New Hires	8	4	4	7	1	0	0	0
Framingham								
Faculty								
- 1987 Employees	187	101	86	175	2	4	6	0
- New Hires	23	8	15	18	2	0	3	0
Exec/Admin/Mgr								
- 1987 Employees	14	9	5	13	1	0	0	0
- New Hires	14	5	9	13	1	0	0	0
Prof Non-Faculty								
- 1987 Employees	58	24	34	55	3	0	0	0
- New Hires	0	0	0	0	0	0	0	0

State Colleges

Institution & Employment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Massachusetts College of Art								
Faculty								
- 1987 Employees	57	34	23	55	0	2	0	0
- New Hires	4	3	1	4	0	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	24	17	7	23	1	0	0	0
- New Hires	7	3	4	6	1	0	0	0
Prof Non-Faculty								
- 1987 Employees	19	11	8	18	1	0	0	0
- New Hires	2	1	1	2	0	0	0	0
Massachusetts Maritime Academy								
Faculty								
- 1987 Employees	61	58	3	58	1	0	2	0
- New Hires	0	0	0	0	0	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	13	11	2	12	1	0	0	0
- New Hires	2	1	1	1	1	0	0	0
Prof Non-Faculty								
- 1987 Employees	55	47	8	52	2	0	0	1
- New Hires	1	1	0	1	0	0	0	0
North Adams								
Faculty								
- 1987 Employees	110	82	28	104	2	2	2	0
- New Hire	8	4	4	6	0	2	0	0
Exec/Admin/Mgr								
- 1987 Employees	23	15	8	22	1	0	0	0
- New Hires	2	0	2	2	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	54	28	26	52	2	0	0	0
- New Hires	12	6	6	11	1	0	0	0

Institution & Employment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Salem								
Faculty								
- 1987 Employees	312	191	121	292	8	4	8	0
- New Hires	22	11	11	19	2	0	1	0
Exec/Admin/Mgr								
- 1987 Employees	40	25	15	35	4	1	0	0
- New Hires	1	1	0	1	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	65	32	33	63	2	0	0	0
- New Hire	10	5	5	9	1	0	0	0
Westfield								
Faculty								
- 1987 Employees	166	124	42	157	4	2	3	0
- New Hires	5	4	1	4	1	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	69	47	22	62	6	1	0	0
- New Hires	3	3	0	3	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	9	2	7	9	0	0	0	0
- New Hires	1	0	1	1	0	0	0	0
Worcester								
Faculty								
- 1987 Employees	184	117	67	169	5	2	8	0
- New Hires	13	4	9	10	1	0	2	0
Exec/Admin/Mgr								
- 1987 Employees	34	25	9	30	3	0	1	0
- New Hires	2	1	1	1	0	0	1	0
Prof Non-Faculty								
- 1987 Employees	27	13	14	24	1	2	0	0
- New Hires	7	2	5	5	1	1	0	0

Institution & Employment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Univ. Massachusetts Amherst								
Faculty								
- 1987 Employees	1454	1153	301	1312	38	29	74	1
- New Hires	110	77	33	92	4	1	11	0
Exec/Admin/Mgr								
- 1987 Employees	108	89	19	9	5	83	2	0
- New Hires	5	3	2	4	0	1	0	0
Prof Non-Faculty								
- 1987 Employees	1049	515	534	948	55	19	21	6
- New Hires	114	49	65	102	5	2	4	0
Univ. Massachusetts Boston								
Faculty								
- 1987 Employees	494	322	172	432	38	6	17	1
- New Hires	26	19	7	18	4	1	3	0
Exec/Admin/Mgr								
- 1987 Employees	91	71	20	77	11	1	2	0
- New Hires	1	0	1	1	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	292	127	165	223	46	9	13	1
- New Hires	40	13	27	26	8	2	3	0
Univ. Massachusetts Worcester Medical School								
Faculty								
- 1987 Employees	505	366	139	443	8	7	46	1
- New Hires	62	45	17	52	1	4	4	1
Exec/Admin/Mgr								
- 1987 Employees	230	117	113	216	8	1	2	3
- New Hires	12	7	5	11	1	0	0	0
Prof Non-Faculty								
- 1987 Employees	1192	402	790	1119	22	15	31	5
- New Hires	313	102	207	288	5	3	9	1

Institution & Employment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Univ. Massachusetts President's Office								
Faculty								
- 1987 Employees	0	0	0	0	0	0	0	0
- New Hires	0	0	0	0	0	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	17	13	4	15	2	0	0	0
- New Hires	1	1	0	1	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	87	45	42	81	2	0	4	0
- New Hires	3	0	3	3	0	0	0	0
Lowell								
Faculty								
- 1987 Employees	589	426	163	518	17	10	43	1
- New Hires	45	32	13	35	3	4	2	0
Exec/Admin/Mgr								
- 1987 Employees	54	45	9	51	2	0	1	0
- New Hires	3	3	0	3	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	99	56	43	90	6	1	2	0
- New Hires	22	15	7	21	1	0	0	0
Southeastern Massachusetts								
Faculty								
- 1987 Employees	316	239	77	287	9	1	18	1
- New Hires	18	12	6	15	2	0	0	1
Exec/Admin/Mgr								
- 1987 Employees	33	24	9	31	2	0	0	0
- New Hires	5	4	1	5	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	157	54	103	131	22	2	1	1
- New Hires	0	0	0	0	0	0	0	0

Institution & Employment	Total	Men	Women	White	Black	Hispanic	Asian	Native American
Board of Regents								
Faculty								
- 1987 Employees	0	0	0	0	0	0	0	0
- New Hires	0	0	0	0	0	0	0	0
Exec/Admin/Mgr								
- 1987 Employees	18	10	8	14	4	0	0	0
- New Hires	6	4	2	6	0	0	0	0
Prof Non-Faculty								
- 1987 Employees	49	31	18	44	5	0	0	0
- New Hires	2	0	2	1	1	0	0	0

APPENDIX B

DEFINITION OF JOB CATEGORIES

Executive, Administrative and Managerial

Include all persons whose assignments require primary (and major) responsibility for management of the institution, or a customarily recognized department or subdivision thereof. Assignments require the performance of work directly related to management policies or general business operations of the institution, department or subdivision. It is assumed that assignments in this category customarily and regularly require the incumbent to exercise discretion and independent judgement, and to direct the work of others. Report in this category all officers holding such titles as President, Vice President, Dean, Director, or the equivalent, as well as officers subordinate to any of these administrators which such titles as Associate Dean, Assistant Dean, Executive Officer of academic departments (department heads, or the equivalent) if their principal activity is administrative. Supervisory personnel of the technical, clerical, craft, and service/maintenance force should *not* be included in this survey.

Faculty

Include all persons whose specific assignments customarily are made for the purpose of conducting instruction, research, or public service as a principal activity (or activities), and who hold academic-rank titles of professor, associate professor, assistant professor, lecturer, or the equivalent in any of these academic ranks. Report in this category Deans, Directors, or the equivalents, as well as Associate Deans, Assistant Deans, and executive officers of academic departments (chairpersons, heads, or the equivalent) if their principal activity is instructional. Do *not* include student teaching or research assistants.

Professional Non-Faculty

Include in this category persons whose assignments would require either college graduation or experience of such kind and amount as to provide a comparable background. Included would be all staff members with assignments requiring specialized professional training who should not be reported under either of the first two categories (Executive, Administrative, and Managerial; and Faculty), and who should not be classified under any of the four "nonprofessional" categories (i.e., Clerical and Secretarial; Technical and Paraprofessional; Skilled Crafts; and Service/Maintenance).